

**West Central Region  
Missouri Regional Skills Gap Initiative  
Summary Report**

July 29, 2005

*"For our nation to continue to prosper, every American must have the opportunity to compete for jobs in the new economy, including the opportunities in its high-tech industries. As an employer, investing in job training to build the skills of your employees can secure a better economic future for both you and them."*

*Elaine L. Chao  
Secretary of Labor*

The future of the workforce in the West Central Region of Missouri lies in our ability to build the capacity of local businesses to recognize and seek a solution to the skills gaps that exist within our thirteen county region. Skills gaps exist when the existing workforce has lower skill levels than are necessary to meet the objectives of the business or industry. They also exist when new hires lack skills required for them to perform at their jobs effectively. Skills gaps may exist within a single company or within a group of businesses in a given industry.

Under the Missouri Regional Skills Gap Initiative, the West Central Region has been asked to identify critical labor gaps within the region. We are further challenged to identify the resources and strategies available or needed to address those gaps. To carryout our mission, the Workforce Development Board of Western Missouri, Inc., (WDB) has engaged the local chambers of commerce, economic development, education, county commissioners, the University of Missouri Extension offices, veteran's representatives, Missouri Career Center partners, Missouri Employment Council members, human resource management representatives, and numerous other partners. Out of this extensive group, and under the direction of the WDB chairperson and executive director, a local consortium was formed. (See Attachment A.) This consortium continues to work with the regional Business Services Outreach Team to identify and address local workforce needs. The goals of the consortium are directly in line with those identified in the region's Business Services Outreach Plan and the WDB Strategic Plan.

Consortium members have been asked to participate based on their expertise in the field, and the resources they are able to bring to the table. The goal was to have the representation of one or more members from each of the key partner areas, such as education or economic development. Prospective consortium members received skills gap information by mail, along with an invitation to participate. A follow-up phone call offered an opportunity for questions. An introductory meeting to the Missouri Skills Gap Initiative was held on March 10, 2005. Ninety-five community leaders, Career Center partners, business representatives, prospective consortium members and others met to acknowledge the need to identify targeted industries within the region and address the skills gap initiative.

The WDB worked closely with the Division of Workforce Development, the Missouri Training Institute and the Department of Elementary and Secondary Education to design the meeting meant to introduce the regional skills gap initiative and tie it to the Business Services Outreach Plan efforts within the region. Each of the partners named assisted in the facilitation of the meeting. The meeting was well attended. It helped to set the course for the planning phase of the initiative, and engaged multiple partners in the process. It also allowed prospective consortium members to realize the importance of the effort.

Two consortium meetings have been held to date. Both were facilitated by Alan St. John of the Missouri Training Institute. At least one additional consortium meeting is planned as follow up to the planning phase. The Training Institute will continue to provide technical assistance and guidance as we move toward the implementation phase of the Skills Gap Initiative.

During the Planning Phase, partnering with State Fair Community College (SFCC) gave the region the opportunity to collaborate in the development of a targeted industry business survey. In a parallel effort to obtain workforce information, SFCC included retail businesses as part of the focus group that would be receiving a survey (*Attachment I*). Members of the Business Services Outreach Team and WDB staff met with SFCC business management instructors, local economic development, and Chamber of Commerce representatives numerous times to design the survey and identify strategies for mailing the surveys to the targeted industry populations in a manner that would allow meaningful data to be collected. These surveys, along with business input obtained through the focus groups, will help the region to meet the goal of identifying the critical skill gaps and resources needed to assist business and industry. The six focus group meetings are tied to the Missouri Career Centers within the thirteen county region, capturing the targeted industries and economic climate of the area. As a result of the focus groups, a services matrix of identified skills gaps has been developed. (*See Attachment K.*)

The information provided to the West Central Region by the Missouri Economic Research and Information Center (MERIC) has been an integral part of our success to date. The MERIC Missouri Workforce Gap Analysis: Needs Assessment publication was introduced to the 95 in attendance at our March 10<sup>th</sup> kick off meeting. MERIC was given an opportunity to present their data to the partners, allowing business and industry to recognize the value of their collective expertise. MERIC's data continues to add focus to and validate our efforts. Their newest information prepared specifically for the West Central Region, the 2002-2012 Industry Outlook Grades, further empowers us to target high-growth industries and those declining industries which may need retraining services. In both cases, skills gaps are certain to exist. As always, there remain median industries which continue to identify business training needs through participation in the focus groups. The West Central Region is one of only three regions in the state to have the area-specific information available to them.

Future strategies to address the critical skill gap areas include: a comparison of focus group data across the region; inviting services delivery partners to identify which of the cataloged needs can be addressed through their programs/services; prioritizing the needs of businesses; working with education and other partners to meet the identified needs.

The Workforce Development Board and its partners continue to move forward toward the implementation phase of this initiative. During the planning phase, 100 percent of the \$10,000 Department of Elementary and Secondary Education grant has been expended for those purposes. To continue the concentrated efforts of the region, the Board will pursue an implementation grant as funds are made available during Program Year 2005.

## Resource Materials

1. Doing Business With Business: America's Workforce Investment System Serves America's Businesses, National Association of Workforce Boards, 2004
2. Workforce Tool Kit: The Resource for Employers, U.S. Department of Labor, May 2001
3. Mary Bruton, Missouri Workforce Gap Analysis: Needs Assessment, West Central Workforce Investment Area, Missouri Economic Research and Information Center, December 15, 2004
4. Alan St. John, "Identifying Skill Gaps and Skill Shortages Helps WIBs Align Workforce Development Systems and Services," Missouri Association of Workforce Development Newsletter, January 2005
5. Missouri Career Education Fact Sheet, Department of Elementary and Secondary Education, January 2005
6. Local Economic Dynamics, Missouri Local Workforce Investment Areas, Missouri Training and Employment Council, Missouri Economic Research and Information Center, and the U.S. Census Bureau, 2005

**WEST CENTRAL REGION**  
**Missouri Regional Skills Gap Initiative**

Attachments to the Summary Report

- A. Planning Consortium Partner List
- B. Mailing List  
March 10, 2005 initial meeting with regional partners and consortium
- C. Sample of a Business Letter  
Initial meeting March 10, 2005  
Meeting agenda
- D. Sample of a Business Letter  
Consortium meeting, April 28, 2005
- E. Sample of a Partner Letter  
Consortium meeting, April 28, 2005
- F. Agenda, Attendance, Minutes  
Business Services Outreach Team meeting, January 18, 2005  
Preparing for the Skills Gap Initiative
- G. Sample of Minutes  
Soft Skills Gap meeting, March 28, 2005
- H. Timeline
- I. Survey  
Prepared in coordination with State Fair Community College
- J. Focus Group Questions
- K. Regional Services Matrix  
Prepared from information gathered from employers at focus group meetings
- L. Sample of Business Mailing List  
Focus Group meeting, Clinton, June 9, 2005

**West Central Region  
Skills Gap Initiative  
Planning Consortium**

**Local Employers**

Jim Houchen, *SPC*  
Roger Cook, *Golden Valley Memorial Hospital*

**Business Representative**

Brenda Coffman, *DWD Business Representative*

**Economic Development (local)**

Roy Hunter, *Marshall-Saline Development Corporation*  
Randy Pogue, *City of Warsaw Economic Development*  
Sam Foursha, *Nevada Area Economic Development*

**Career Education**

Quenton Combs, *Warrensburg Area Vo-Tech*  
Richard Wells, *Clinton Technical Center*  
Dr. Brent Bates, *State Fair Community College*  
Dr. Brenda Bryan, *State Fair Community College*

**Adult Education**

Deb Williams, *State Fair Community College*

**Veteran's Services**

Lydia Negron, *DWD Veteran's Representative*

**Community Action Agencies**

Susan Hunter, *Missouri Valley Community Action Agency*  
Sandy Swanagon, *West Central Missouri Community Action Agency*

**Workforce Development Board**

Larry W. Hightower, *Executive Director*  
Pati Carter, *Director of Finance*  
Marsha Hurst, *CAP Coordinator/Trainer*

**Family Support Division**

Linda Messenger, *Pettis County Manager*  
Dennis VanBaale, *Benton County Manager*

**Business Organizations**

Jim Waldo, *Past President, Human Resources Management Assoc.*

**Chambers of Commerce**

Kathi Wysong, *Nevada/Vernon County Chamber of Commerce*

Sandi Cox, *Clinton Area Chamber of Commerce*

Debbie Bierman, *Sedalia Chamber of Commerce*

**Missouri Enterprise Business Assistance**

Ron Randen

**Missouri Training Institute**

Alan St. John, *Director*

Ann Merrifield, *Assistant Director*

**Organized Labor**

Bill Treece

**BUILDING WORKFORCE PARTNERSHIPS**  
**Best Western, State Fair Inn**  
**Sedalia, Missouri**

March 10, 2005

<b>CHAMBERS OF COMMERCE</b>						
Ann Crume	Lexington Area Chamber of Commerce	1029 Franklin Avenue	Lexington	MO	64067	(660) 259-3082
Brandy Gregg	Carrollton Chamber of Commerce	111 North Mason	Carrollton	MO	64633	(660) 542-0922
Bea Koch	Warrensburg Chamber of Commerce	100 South Holden	Warrensburg	MO	64093	(660) 747-3168
Rose Schroeder	Odessa Chamber of Commerce	1236 West Old 40 Highway	Odessa	MO	64076	(816) 633-4044
David Reed	Higginsville Chamber of Commerce	1919 North Main	Higginsville	MO	64037	(660) 584-3030
Debbie Biermann	Sedalia Chamber of Commerce	600 East Third Street	Sedalia	MO	65301	(660) 829-5289
Ken Yowell	Marshall Chamber of Commerce	214 North Lafayette	Marshall	MO	65340	(660) 886-3324
Kathi Wyson	Nevada/Vernon County Chamber of Commerce	201 East Cherry, Suite 204	Nevada	MO	64772	(417) 667-5300
Sandi Cox	Clinton Area Chamber of Commerce	200 South Main	Clinton	MO	64735	(660) 885-8166
Jill Keehn	Warsaw Chamber of Commerce	405 Van Buren P. O. Box 264	Warsaw	MO	65355	(660) 438-5922
Lynne Blakeman	Butler Chamber of Commerce	17 South Delaware P. O. Box 167	Butler	MO	64730	(660) 679-3380
	Knob Noster Chamber of Commerce	200 North State	Knob Noster	MO	65336	(660) 563-3011
	Windsor Chamber of Commerce	P. O. Box 120	Windsor	MO	65360	(660) 647-2318
	Concordia Chamber of Commerce	802 South Gordon	Concordia	MO	64020	(660) 463-2454
	Holden Chamber of Commerce	102 East Second Street	Holden	MO	64040	(660) 732-6844
<b>EDUCATION</b>						
Doug Ebersold, Superintendent	Sedalia School District	400 West Fourth Street	Sedalia	MO	65301	(660) 829-6450
Dr. Robert Gordon, Superintendent	Marshall School District	805 South Miami	Marshall	MO	65340	(660) 886-7414
Donald Reynolds, Superintendent	Carrollton School District	300 East 9th Street	Carrollton	MO	64633	(660) 542-2769
Dr. Glenn Berry, Superintendent	Lafayette County C-1 School District	805 West 31 <sup>st</sup> Street	Higginsville	MO	64037	(660) 584-3631
Dr. Michael Jinks, Superintendent	Warrensburg R-VI School District	438 Market Street P. O. Box 638	Warrensburg	MO	64093	(660) 747-7823
Jim Judd, Superintendent	Lafayette County District R-V	100 South 13 <sup>th</sup> Street	Lexington	MO	64067	(660) 259-4369



Deb Williams, Adult Education & Literacy	State Fair Community College	3201 West 16 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5800
Carol MacArthur	Crowder College	600 West Edwards	Nevada	MO	64772	(417) 667-0518
Dr. Roger Dorson, Superintendent	Salisbury R-IV	1000 South Maple Avenue P. O. 314	Salisbury	MO	65281	(660) 388-6699
Mark Pottorff, Superintendent	Calhoun R-VIII	409 South College	Calhoun	MO	65323	(660) 694-3422
Shelly Aubuchon, Superintendent	Hermitage R-IV	302 East Polk P. O. Box 327	Hermitage	MO	65668	(417) 745-6418
Doug Hedrick, Superintendent	Appleton City R-II	408 West Fourth P. Box 126	Appleton City	MO	64724	(660) 476-2161
Dr. Ted Davis, Superintendent	Nevada R-V	800 Hickory	Nevada	MO	64772	(417) 448-2000
Phyllis Sprenkle, Superintendent	Sheldon School District R-VIII	100 East Council Blvd. P. O. Box 68	Sheldon	MO	64784-0068	(417) 884-5113
Linda Specie, Superintendent	Bosworth School	102 Eldridge Street	Bosworth	MO	64623	(660) 534-7311
Michael Stevenson	Warsaw R-IX	20363 Lane of Champions P. O. Box 248	Warsaw	MO	65355	(660) 438-7120
James Horton	Butler R-V School	420 South Fulton	Butler	MO	64730	(660) 679-0653
Gregg Koetting	El Dorado Springs R-III	901 South Grand	El Dorado Springs	MO	64744	(417) 876-3112
William Biggerstaff	Clinton Schools	701 South 8th Street	Clinton	MO	64735	(660) 885-2237
Gayle Bailey	First Class Pre-School	370 South Odell Avenue	Marshall	MO	65340	
Brenda Bryan Customized Training	State Fair Community College	3201 West 16th Street	Sedalia	MO	65301	(660) 530-5800
Michael Ash	State Fair Community College	3201 West 16 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5800
Nancy Kenney Customized Training	Alliance for Business Consulting and Development	600 South Ellis	Web City	MO	64870	(800) 783-8053
Elaine Bryan	Dept. of Elementary and Secondary Education	P. O. Box 480	Jefferson City	MO	65102	
Dale Wimer	Dept. of Elementary and Secondary Education	P. O. Box 480	Jefferson City	MO	65102	
Ron Jewell	Dept. of Elementary and Secondary Education	P. O. Box 480	Jefferson City	MO	65102	
Don Davis	Small Business Development Center	Dockery Building, Suite 102	Warrensburg	MO	64093	(660) 543-8777
<b>ECONOMIC DEVELOPMENT</b>						
Roy Hunter	Marshall-Saline Development Corporation	1455 West Arrow	Marshall	MO	65340	(660) 886-6889
Donna Glover	City of Higginsville	1922 North Main Street	Higginsville	MO	64037	(660) 584-2106
Dale Klussman	City of Concordia	802 South Gordon P. O. Box 847	Concordia	MO	64020	(660) 463-2499
Christy Isaacs	Carroll County Dept. of Economic Development	111 North Mason	Carrollton	MO	64633	(660) 542-8760
Linda Christle	Sedalia-Pettis County Development Corp.	3615 West Broadway	Sedalia	MO	65301	(660) 827-0884
Jean Othic	Warrensburg Economic Development Corp.	221 Emerson	Warrensburg	MO	64093	(660) 747-0244
Christy Maggi	City of Clinton	105 East Ohio Street	Clinton	MO	64735	(660) 885-6121

Sam Foursha	Nevada Area Economic Development	110 South Ash	Nevada	MO	64772	(417) 667-6084
Randy Pogue	City of Warsaw	181 West Harrison P. O. Box 68	Warsaw	MO	65355	(660) 438-5522
<b>FAMILY SUPPORT DIVISION</b>						
Pat Niner County Manager	Lafayette County Family Support Division	736 State Route 13 P. O. Box 370	Lexington	MO	64067	(660) 259-2294
Kathy Walker County Manager	Saline County Family Support Division	1239 Santa Fe Trail Suite 100	Marshall	MO	65340-9115	(660) 886-5562
Linda Messenger County Manager	Pettis County Family Support Division	808 Westwood	Sedalia	MO	65301	(660) 530-5900
Jim Simmons County Manager	Johnson County Family Support Division	505-B North Ridgeview Drive P. O. Box 576	Warrensburg	MO	64093	(660) 543-7900
Janice Louis County Manager	Carroll County Family Support Division	1303 North 65 Highway	Carrollton	MO	64633	(660) 542-0656
Janice Louis County Manager	Chariton County Family Support Division	121 East Jackson	Keytesville	MO	65261	(660) 288-3293
Debra Jones County Manager	Hickory County Family Support Division	Dallas and Oak Streets P. O. Box 186	Hermitage	MO	65668	(417) 745-6491
Nancy Parks County Manager	Bates County Family Support Division	4 West Ohio	Butler	MO	64730	(660) 679-3174
Dennis VanBaale County Manager	Benton County Family Support Division	1661 Hilltop Drive P. O. Box 126	Warsaw	MO	65355	(660) 438-7357
Nancy Parks County Manager	Henry County Family Support Division	1661 North 2 <sup>nd</sup> Street P. O. Box 626	Clinton	MO	64735	(660) 885-5531
Chris Tannlund County Manager	Vernon County Family Support Division	621 E. Highland Ave, Suite 1 P. O. Box 305	Nevada	MO	64772	(417) 667-3394
Debbie Burns County Manager	St. Clair County Family Support Division	285 SE 467 Road P.O. Box 574	Osceola	MO	64776-9503	(417) 646-8165
Debbie Burns County Manager	Cedar County Family Support Division	112 RB Road P. O. Box 200	Stockton	MO	65785	(417) 276-5113
<b>COUNTY COMMISSIONERS</b>						
Randy Pike Commissioner	Bates County Bates County Courthouse	1 North Delaware	Butler	MO	64730	(660) 679-3371
Rodney Meyer Commissioner	Benton County Benton County Courthouse	316 VanBuren	Warsaw	MO	65355	(660) 438-7406
Nelson Heil Commissioner	Carroll County Carroll County Courthouse	8 South Main	Carrollton	MO	64633	(660) 542-0615
Kenneth Whitsell Commissioner	Cedar County Cedar County Courthouse	Box 126	Stockton	MO	65785	(417) 276-3514

Larry Peters Commissioner	Chariton County Chariton County Courthouse	306 South Cherry Street	Keytesville	MO	65261	(660) 288-3200
Greg Lowe Commissioner	Henry County Henry County Courthouse	100 West Franklin	Clinton	MO	64735	(660) 885-6963
Lance Hutton Commissioner	Hickory County Hickory County Courthouse	P. O. Box 3	Hermitage	MO	65668	(417) 745-6450
Bill Brenner Commissioner	Johnson County Johnson County Courthouse	300 North Holden Street	Warrensburg	MO	64093	(660) 747-2112
James Strodtman Commissioner	Lafayette County Lafayette County Courthouse	1001 Main Street	Lexington	MO	64067	(660) 259-4315
Rusty Kahrs Commissioner	Pettis County Pettis County Courthouse		Sedalia	MO	65301	(660) 826-4892
Becky Plattner Commissioner	Saline County Saline County Courthouse		Marshall	MO	65340	(660) 886-7777
Jay Knight Commissioner	St. Clair County St. Clair County Courthouse		Osceola	MO	64776	(417) 646-2315
David Darnold Commissioner	Vernon County Vernon County Courthouse	100 West Cherry	Nevada	MO	64772	(417) 448-2500
<b>COMMUNITY COLLEGE AND REGIONAL TECHNICAL SCHOOLS</b>						
Roger Barnes	Carrollton Area Career Center	305 East 10 <sup>th</sup> Street	Carrollton	MO	64633	(660) 542-0000
Greg Nolting	Saline County Career Center	900 West Vest Street	Marshall	MO	65340	(660) 886-6958
Brandon Russell	Lex La-Ray Technical Center	2323 High School Drive	Lexington	MO	64067	(660) 259-2264
Quentin combs	Warrensburg Area Vocational-Technical School	205 South Ridgeview Drive P. O. Box 638	Warrensburg	MO	64093	(660) 747-2283
Kevin Dinsdale	State Fair Career and Technology Center	3201 West 16 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5800
Dr. Marsha Drennon	State Fair Community College	3201 West 16 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5800
Dr. Brent Bates	State Fair Community College	3201 West 16 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5800
Richard Wells	Clinton Technical School	602 South 5 <sup>th</sup> Street	Clinton	MO	64735	(660) 885-6101
Sean Smith	Nevada Regional Technical Center	900 West Ashland	Nevada	MO	64772	(417) 448-2090
<b>PARTNERS</b>						
Phyllis Hays	Resources for Missouri, Inc.	409 Heard Street	Sedalia	MO	65301	(600) 826-3661
Melanie Corporon	Circles of Support Missouri Valley Community Action Agency	1415 South Odell Avenue	Marshall	MO	65340	(660) 886-7476
Mitch Bennett	Waverly Youth Facility	109 West Kelling Avenue	Waverly	MO	64096	(660) 493-2272
Bruce Gabriel	Probation and Parole Office	205 Thompson Road	Sedalia	MO	65301	(660) 530-5530
Kim Lightfoot	Resources for Missouri, Inc.	Route 1, Box 1692	Hermitage	MO	65668	(417) 722-4407
Lori Burk	Probation and Parole Office	610 North Ridgeview Drive	Warrensburg	MO	64093	(660) 543-7920
Alan St. John	Missouri Training Institute University of Missouri, College of Business	304 Cornell Hall	Columbia	MO	65211	(573) 882-2860
Doris Neier	Division of Employment Security	P. O. Box 3915	Jefferson City	MO	65102-3915	(573) 751-3665

Rick Childers	Pioneer Trails Regional Planning Commission	802 South Gordon	Concordia	MO	64020	(660) 463-7934
Jamie Thompson	University of Missouri Extension Center Outreach and Extension	119 West Main P. O. Box 637	Warsaw	MO	65355	(660) 438-5012
Mary Parent	Youth Mentoring Services	P. O. Box 2311	Sedalia	MO	65301	(660) 826-8673
Misty Slaughter	Youth Mentoring Services	P. O. Box 2311	Sedalia	MO	65301	(660) 826-8673
Kari Wilson-Cave	Vocational Rehabilitation (Benton, Henry, Johnson, Lafayette, Pettis, and Saline Counties)	2115 West Broadway	Sedalia	MO	65340	(660) 530-5560 1-800-924-0419
Raymond Drake	Vocational Rehabilitation (Bates, Cedar, Hickory, St. Clair, and Vernon Counties)	621 East Highland, Suite 2	Nevada	MO	64772	(417) 448-1332 1-800-598-3471
Robert Zirfas	Vocational Rehabilitation (Carroll and Chariton Counties)	603 West Mohawk Road	Chillicothe	MO	64601	(660) 646-1542 1-866-572-4049
Betty Brooks	Marshall Habilitation Center	P. O. Box 190	Marshall	MO	65340	
Carol Gregg	Flexible Staffing	100 East Gay Street	Warrensburg	MO	64093	
Scott Paterson	Prairie Rose RCD	106 North East Second P. O. Box 59	Concordia	MO	64020-0059	(660) 463-1000
Don Schuster	Osage Valley RC&D	1306 North Second Street	Clinton	MO	64735	
Ron Randen	Missouri Enterprize Business Assistance	800 University Drive Suite 111	Rolla	MO	65401	(573) 364-8570
Bill Thole	Experience Works	1661 North Second Street	Clinton	MO	64735	(660) 885-5678
Jerry Osborn	Pathways	1800 North Community Drive	Clinton	MO	64735	(660) 885-8131
Debbie Akright	Columbia Division of Youth Services	1240 E. Brown School Road	Columbia	MO	65202	(573) 448-2939
Chris Yeager	Columbia Division of Youth Services	1240 E. Brown School Road	Columbia	MO	65202	(573) 448-2939
Jay Pierson	Rich Hill Division of Youth Services	501 North 14 <sup>th</sup> Street	Rich Hill	MO	64779	(417) 395-4810
Ken Murray	Division of Youth Services	1735 West Catalpa, Suite B	Springfield	MO	65807	(417) 895-6485
Marilyn Miller	West Central MO Community Action Agency CSBG	P. O. Box 125	Appleton City	MO	64724-0125	(660) 476-2185
Dave Rimmer	Missouri Valley Community Action Agency CSBG	1415 South Odell Avenue	Marshall	MO	65340	(660) 886-7476
Bud Hayes	Kaysinger-Basin Regional Planning Commission	908 North 2 <sup>nd</sup> Street	Clinton	MO	64735	(660) 885-3393
Jim Waldo	Pittsburg Corning	2700 West 16 <sup>th</sup> Street	Sedalia	MO	65301	
Dee Ann Broderson	PrintLynx	3131 West Main	Sedalia	MO	65301	(660) 827-4251
Heather Cantrell	PrintLynx	3131 West Main	Sedalia	MO	65301	(660) 827-4251
April Hendricks	AtWork Fairway Personnel	1710 West 9 <sup>th</sup> Street	Sedalia	MO	65301	(660) 826-9300
Ann Graff	Missouri Valley Community Action Agency	1415 South Odell Avenue	Marshall	MO	65340	(660) 886-7476
Michael Backop	Missouri Valley Community Action Agency	1415 South Odell Avenue	Marshall	MO	65340	(660) 886-7476
Cheryl Zimny	Missouri Valley Community Action Agency	1415 South Odell Avenue	Marshall	MO	65340	(660) 886-7476
Amos Jackson	West Central Missouri Community Action Agency	P. O. Box 125	Appleton City	MO	64724-0125	(660) 476-2185

Lea Ann Gatzemeyer	West Central Missouri Community Action Agency	P. O. Box 125	Appleton City	MO	64724-0125	(660) 476-2185
Harold Zinn	Missouri Association for Advancing Manufacturing (MAAM)	800 University Drive Suite 111	Rolla	MO	65401	(314) 291-2121 (Extension 225)
Mark Bauer	Division of Workforce Development	P. O. Box 1087	Jefferson City	MO	65102-1087	
Roger Baugher	Division of Workforce Development	P. O. Box 1087	Jefferson City	MO	65102-1087	
Pat Thompson-McBride	Division of Workforce Development	P. O. Box 1087	Jefferson City	MO	65102-1087	
Steve Gibson	Division of Workforce Development	P. O. Box 1087	Jefferson City	MO	65102-1087	
Roger Cook	Golden Valley Memorial Hospital	1600 North Second	Clinton	MO	64735	(660) 885-5511
John Dawes	Bothwell Regional Health Center	601 East 14 <sup>th</sup> Street	Sedalia	MO	65301	(660) 826-8833
Ron Ott	Fitzgibbon Hospital	2305 South Highway 65	Marshall	MO	65340	(660) 886-7431
Greg Vinardi	Western Missouri Medical Center	403 Burkarth Road	Warrensburg	MO	64093	(660) 747-2500
<b>UNIVERSITY OF MISSOURI EXTENSION CENTERS</b>						
Cynthia Crawford	University of Missouri Extension Center Outreach and Extension	153 South Odell Avenue	Marshall	MO	65340	(660) 886-6908
Parman Green	University of Missouri Extension Center	111 North Mason	Carrollton	MO	64633	(660) 542-1792
Georgia Stewart-Simmons	University of Missouri Extension Center	135 West Market	Warrensburg	MO	64093	
Alfred Lee Decker	University of Missouri Extension Center	Courthouse 1 North Delaware	Butler	MO	64730	(660) 679-4167
Lisa Wallace	University of Missouri Extension Center	Courthouse 100 West Franklin, Room 16	Clinton	MO	64735	(660) 885-5556
Lynda Johnson	University of Missouri Extension Center	14 East 19 <sup>th</sup> Street P. O. Box 490	Higginsville	MO	64037	(660) 584-3658
Saralee Bury Jamieson	University of Missouri Extension Center	Court House P. O. Box C	Osceola	MO	64776	(417) 646-2419
Patricia Miller	University of Missouri Extension Center	100 West Cherry, Room 2	Nevada	MO	64772	(417) 448-2560
Dona Funk	University of Missouri Extension Center	P. O. Box 926	Stockton	MO	65785	(417) 276-3313
Wayne Cook	University of Missouri Extension Center	306 South Cherry	Keytesville	MO	65261	(660) 288-3239
Wesley Tucker	University of Missouri Extension Center	203 Cedar Street P. O. Box 187	Hermitage	MO	65668	(417) 745-6767
Beverly Pfeiffer	University of Missouri Extension Center Outreach and Extension	1012-A Thompson Blvd	Sedalia	MO	65301	(660) 827-0591

DIVISION OF WORKFORCE DEVELOPMENT VETERANS REPRESENTATIVES						
Mike Mulhall	Missouri Career Center	802 State Route 13	Lexington	MO	64067	(660) 259-4671
Lydia Negron	Missouri Career Center	215 East 5 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5627
Ed Bagby	Missouri Career Center	215 East 5 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5627
Lea Piland	Missouri Career Center	621 East Highland	Nevada	MO	64772	(417) 448-1177
DIVISION OF WORKFORCE DEVELOPMENT CAREER CENTER SUPERVISORS						
Randy Hoey	Missouri Career Center	215 East 5 <sup>th</sup> Street	Sedalia	Mo	65301	(660) 530-5627
Judy McQuitty Regional Manager	Missouri Career Center	215 East 5 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5627
Shirley Adlich	Missouri Career Center	1661 North Second Street	Clinton	MO	64735	
Russell Hill	Missouri Career Center	802 State Route 13	Lexington	MO	64067	
Annette Moberly	Missouri Career Center	621 East Highland	Nevada	MO	64772	
WORKFORCE DEVELOPMENT BOARD OF WESTERN MISSOURI, INC., BOARD MEMBERS						
Melody Arnold		Box 370	Lexington	MO	64067	
Harold Bahrenburg		RR2, Box 88A	Cole Camp	MO	65325	
Don Barnett		18802 CR 261	Bogard	MO	64622-9517	
Dr. Brent Bates	State Fair Community College	3201 West 16 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5800
Delbert Bodenhamer		530 Edgewood	Warrensburg	MO	64093	
Jerry Cook		3 Courtney Drive	Butler	MO	64730	
Ann Graff	Missouri Valley Community Action Agency	1415 South Odell Avenue	Marshall	MO	65340	(660) 886-7476
Ken Graves		14983 Longbranch Road	Odessa	MO	64076	
Vernon Grefe		1208 Maple Street	Concordia	MO	64020	
Lee Hamilton		72 North Jefferson	Marshall	MO	65340	
Barbara Hayden	Starline Industries	1300 West Henry Street	Sedalia	MO	65301	
Phyllis Hays		409 Heard Street	Sedalia	MO	65301	
James Houchen	SPC Telequip	52 Highway East	Windsor	MO	65360	
Amos Jackson	West Central Missouri Community Action Agency	P. O. Box 125	Appleton City	MO	64724-0125	(660) 476-2185
Catherine Johnson		P. O. Box 350	Osceola	MO	64776	
Charlie Johnson	CMJ Financial Center	117 East Cherry	Nevada	MO	64722	
Carol Kelz		709 Franklin	Sweet Springs	MO	65351	
Kim Kendrick		301 East Highway 24	Salisbury	MO	65281	
Randy Lee		305 North State Fair Blvd.	Sedalia	MO	65301	
Jack Lenz, Jr.		221 East Rosehill	Marshall	MO	65340	
Wayne McMullin		604 Highway H	Hughesville	MO	65334	
Judy McQuitty	Missouri Career Center	215 East 5 <sup>th</sup> Street	Sedalia	MO	65340	(660) 530-5627
Doris Neier	Jefferson City Regional Claims Office	Box 59	Jefferson City	MO	65104-0059	
Jill Sutherland		1106 Olive Street	Higginsville	MO	64037	
Bill Thole	Experience Works	P. O. Box 188	Clinton	MO	64735	(660) 885-5678

Bill Treece		Route 1, Box 126	Sweet Springs	MO	65351	
Jerry Whitson		Route 2, Box 2617	Wheatland	MO	65779	
Kari Wilson-Cave		2115 West Broadway	Sedalia	MO	65301	
Kathi Wysong		201 East Cherry, Suite 204	Nevada	MO	64772	
Harold Young		402 South Mitchell	Warrensburg	MO	64093	
<b>WORKFORCE DEVELOPMENT BOARD OF WESTERN MISSOURI INC. YOUTH COUNCIL MEMBERS</b>						
Debbie Morrison	Missouri Career Center Job Corps	15301 East 23 <sup>rd</sup> Street	Independence	MO	64055	(816) 325-6103
Nicole Evans	State Fair Community College	3201 West 16 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5800
Jeremy Reed		2302 South Ohio	Sedalia	MO	65301	
Wally Iman	Land Learning Foundation	P. O. Box 53	Brunswick	MO	65236	(660) 388-6215
Rick Pearson	West Central Missouri Community Action Agency	HCI Box 39-P	Hermitage	MO	65668	
Kathy Baughman	West Central In-Home Services	2905 West Broadway	Sedalia	MO	65301	(660) 826-5314
Peggy Burfeind		RR2, Box 26	Malta Bend	MO	65339	
Brad Turner		P. O. Box 34	Hermitage	MO	65668	
Phyllis Hays		409 Heard Street	Sedalia	MO	65301	
James Houchen	SPC Telequip	52 Highway East	Windsor	MO	65360	
Kim Kendrick		301 Highway 24	Salisbury	MO	65281	
Randy Lee		305 North State Fair Blvd	Sedalia	MO	65301	
<b>MEC COMMITTEE CONTACTS</b>						
Pat Moomaw	Nevada Habilitation Center	2323 North Ash	Nevada	MO	64772	
Leah Piland	Nevada Career Center	621 East Highland Avenue	Nevada	MO	64772	
Steve Craighead	Inter-State Studios	3500 Snyder Avenue	Sedalia	MO	65301	
Dan Brandt	Coreslab Structures	P. O. Box 996	Marshall	MO	65340	
Judy Hoffmann	Missouri Career Center	215 East 5 <sup>th</sup>	Sedalia	MO	65301	
Shirley Adlich	Missouri Career Center	1661 North Second Street	Clinton	MO	64735	
Roger Cook	Golden Valley Memorial Hospital	1600 North Second Street	Clinton	MO	64735	
Paula Kinder	Missouri Career Center	1661 North Second Street	Clinton	MO	64735	
Sue Sims	Lafayette Woodworking	13 Highway and Roncelli Road P. O. Box 529	Lexington	MO	64067	
Lee Tagai	Lafayette Regional Health Center	1500 State Street	Lexington	MO	64067	
Brandon Russell	Lex-La-Ray Vocational Tech School		Lexington	MO	64067	
Ellen L. Smith Supervisor of Industrial Training	Dept. of Elementary and Secondary Education	P. O. Box 480	Jefferson City	MO	65102-0480	(573) 751-7864
Lisa Elrod Customized Training Specialist	Division of Workforce Development	421 East Dunklin P. O. Box 1087	Jefferson City	MO	65102-1087	(573) 526-8263

<b>BUSINESSES</b>						
Glen Austin	Tracker Marine	1275 North Golden Drive	Clinton	MO	64735	(660) 885-3346
Ahrazue Wilt	Tyson Foods, Inc.	P.O. Box 1058	Sedalia	MO	65301	(660) 826-9991
Wally Westbrook	Alcan Cable	20213 Whitfield Road	Sedalia	MO	65301	(660) 829-6134
Cheryl Trelow	Central Missouri State University	101 Administration Bldg	Warrensburg	MO	64093	(660) 543-4255
James Paul	Carrollton Municipal Utilities	500 South Main	Carrollton	MO	64633	
Arlene Silvey	City Clerk City of Sedalia	Second and Osage	Sedalia	MO	65301	
Randy Small	Randy Small Transportation	2324 Main	Lexington	MO	64067	(660) 259-3836
Ken Kephart	Schreiber Capri	912 Nusbaum Place	Clinton	MO	64735	(660) 885-9221
Ann Kinyon	Hampton Inn	800 Kansas Avenue	Clinton	MO	64735	(660) 885-4488
Lee Tagai	Lafayette Regional Health Center	1500 State Street	Lexington	MO	64067	(660) 259-2203
Denice Belcher	Dexter Axle	1 Municipal Drive	Carrollton	MO	64067	(660) 542-2232
Jeff Horacek	3-M	2120 East Austin	Nevada	Mo	64772	(417) 667-7851
Pam Sweger	Nevada Regional Medical Center	800 South Ash	Nevada	MO	64772	(417) 667-3355
Tom Killebrew	Sac-Osage Electric	1113 South Main P.O. Box 111	El Dorado Springs	MO	64744	(417) 876-2721
Jack Burk	Energys Inc of Warrensburg	617 North Ridgeview Drive	Warrensburg	MO	64093	(660) 429-2165
Sam Nichols	Missouri Veterans Home	1300 Veterans Road	Warrensburg	MO	64093	(660) 543-5064
Jauhn Nash	State Fair Community College	3201 West 16 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5800
Bryan Cooke	ConAgra Foods	200 Banquet Drive	Marshall	MO	65340	
Justin Bstandig	Cargill Meat Solutions	Highway 20	Marshall	MO	65340	
Patty Kinder	Mid-Missouri Energy		Malta Bend	MO	65339	
<b>BUSINESS SERVICES</b>						
Pati Carter	Workforce Development Board of Western MO, Inc.	2905 West Broadway P.O. Box 701	Sedalia	MO	65302-0701	(660) 827-3722
Marsha Hurst	Workforce Development Board of Western MO, Inc.	2905 West Broadway P.O. Box 701	Sedalia	MO	65302-0701	(660) 827-3722
Brenda Coffman	Division of Workforce Development	2905 West Broadway	Sedalia	MO	65301	(660) 827-3722
Lydia Negron	Division of Workforce Development	215 East 5 <sup>th</sup> Street	Sedalia	MO	65301	(660) 530-5627
Sandy Swanagon	Missouri Career Center	1661 North Second Street	Clinton	MO	64735	(660) 885-5133
Susan Hunter	Missouri Career Center	1567 South Odell Avenue	Marshall	MO	65340	(660) 831-1141



February 23, 2005

HEATHER CANTRELL  
HR MANAGER  
PRINTLYNX  
3131 WEST MAIN  
SEDALIA MO 65301

Dear Ms. Cantrell:

An exciting new skills gap initiative has been introduced in the state of Missouri, and we would like to invite you to take part in this opportunity. Come join us for a day of information sharing, brainstorming, and networking on March 10, 2005, from 9:30 a.m. to 2:30 p.m. at the Best Western State Fair Motor Inn in Sedalia, Missouri.

This initiative is a two-phase program designed to conduct supply/demand gap analysis and identify the current and future needs of business and industry. To enhance planning efforts, a \$10,000 grant has been awarded to each region in the state of Missouri. Additional funds may be available to implement strategies to address the identified labor gaps.

The first step in the planning phase for the skills gap initiative is bringing key players together on the 10<sup>th</sup> of March. Partners from Chariton, Carroll, Saline, Pettis, Johnson, Lafayette, Henry, Cedar, Hickory, Benton, Bates, St. Clair, and Vernon counties have been invited, including business and industry.

An agenda of the day's activities is enclosed. Lunch will be provided so please RSVP by March 1, 2005, to Lee at (660) 827-3722 or wdb@iland.net. Bring your business cards and any handouts you wish to share for our "common contact" table.

Sincerely,

Larry W. Hightower  
Executive Director

LWH/PC/cc

Enclosure

## BUILDING WORKFORCE PARTNERSHIPS

March 10, 2005

9:30 - 9:45	Registration
9:45 - 10:00	<p>Welcoming Remarks</p> <p><i>An Introduction to Missouri's Career Centers</i></p> <p>Speaker: Larry W. Hightower  <i>Workforce Development Board of Western Missouri, Inc.</i></p>
10:00 - 10:45	<p>The Business Services Outreach Plan</p> <p><i>Focusing on the business customer - our role as partners</i></p> <p>Speakers: Mark Bauer                      Lydia Negron  <i>Missouri Division of                      Missouri Division of</i>  <i>Workforce Development                      Workforce Development</i></p>
10:45 - 11:00	Break
11:00 - 11:45	<p>Missouri's Skill Gap Initiative</p> <p>A Planning and Implementation Grant</p> <p><i>Identifying the current and future needs of business and industry--implementing strategies to address critical labor gaps</i></p> <p>Speakers: Roger Baugher                      Larry W. Hightower  <i>Missouri Division of                      Workforce Development Board of Western Missouri, Inc.</i>  <i>Workforce Development</i></p>
12:00 - 1:00	Lunch (provided)
1:00 - 2:30	<p>Session I-----<i>(Gamblers Room)</i></p> <p><i>Education As a Partner - Preparing Our Workforce</i></p> <ul style="list-style-type: none"> <li>• Classroom Skill Training</li> <li>• Student Eligibility</li> <li>• Eligible Training Provider List</li> <li>• Funding Availability</li> <li>• Developing the Financial Aid Package</li> <li>• The Billing Process</li> </ul> <p>Speakers: Elaine Bryan                      Pati Carter  <i>Department of Elementary                      Workforce Dev. Board of Western Missouri, Inc.</i>  <i>and Secondary Education</i></p>
1:00 - 2:30	<p>Session II-----<i>(Ballroom)</i></p> <p><i>Missouri Economic Research and Information Center (MERIC)</i></p> <p><i>On-line detailed demographic and economic data for all counties in Missouri</i></p> <ul style="list-style-type: none"> <li>• Industry Studies</li> <li>• Occupation Studies</li> <li>• Community Issues</li> <li>• Economic Indicators in Missouri's Economy</li> <li>• Labor Market Information</li> <li>• Skills Gap Needs Assessment</li> </ul> <p>Speaker: Mary Bruton      Dave Peters      Francina King  MERIC                      MERIC                      MERIC</p>

April 1, 2005

NEIL WILHELM  
DUKE MANUFACTURING  
3509 WEST MAIN STREET  
SEDALIA, MO 65301

Dear Mr. Wilhelm:

You are invited to join the Workforce Development Board of Western Missouri, Inc., in a collaborative effort to improve workforce skill development in west central Missouri.

We are pleased to announce that our local area has received funding through the Missouri Regional Skills Gap Initiative to conduct a skills gap analysis. Business input is crucial in identifying both critical labor gaps and strategies to address these gaps. Please join us on **April 28, 2005, from 10:00 a.m. to 2:00 p.m.** at the Workforce Development Board's office at 2905 West Broadway, Sedalia, Missouri, to begin this process.

Alan St. John, director of the Missouri Training Institute—University of Missouri-Columbia, College of Business, will facilitate this meeting. Leaders from Chariton, Carroll, Saline, Pettis, Johnson, Lafayette, Henry, Cedar, Hickory, Benton, Bates, St. Clair, and Vernon counties have been invited. Among those represented are:

- **Local Employers**
- **Economic Development (local)**
- **Chambers of Commerce**
- **Organized Labor**
- **Business Organizations**
- **Community Action Agencies**
- **Career Education/Technical Schools and Community Colleges**
- **Workforce Development Board of Western MO, Inc.**
- **Division of Workforce Development**
- **Adult Education and Literacy**
- **Veteran's Services**
- **Family Support Division**
- **Missouri Training Institute**
- **Missouri Enterprise Business Assistance**

Enclosed is additional information on the Missouri Regional Skills Gap Initiative and how it can benefit your business and local economy. Lunch will be catered by Kehde's Barbeque.

**Please RSVP by April 22, 2005**, to Lee at (660) 827-3722. We look forward to seeing you on April 28<sup>th</sup>.

Sincerely,

Larry W. Hightower  
Executive Director

LWH/MH/cc

Enclosure

April 1, 2005

SAM FOURSHA  
NEVADA AREA ECONOMIC DEVELOPMENT  
110 SOUTH ASH  
NEVADA MO 64772

Dear Mr. Foursha:

We are excited to have you join us in building workforce partnerships to enhance the vitality of our economy. The economic future of businesses and cities within the West Central Region depends upon bringing together available resources through such ventures as the Missouri Regional Skills Gap Initiative.

The initial task of Skills Gap Initiative's planning consortium will be to identify current and future skills gaps. We will begin this process on **April 28, 2005, from 10:00 a.m. to 2:00 p.m.** at the Workforce Development Board's office at 2905 West Broadway, Sedalia, Missouri. Businesses throughout our thirteen-county region will be invited to attend, as their input in this process is crucial.

Alan St. John, director of the Missouri Training Institute—University of Missouri-Columbia, College of Business, will facilitate this meeting. Enclosed is information on the Missouri Regional Skills Gap Initiative and the benefits of conducting a skills gap analysis within the West Central Region, as well as a list of consortium members.

We look forward to seeing you on April 28<sup>th</sup>. Lunch will be catered by Kehde's Barbeque. Please **RSVP by April 22, 2005**, to Lee at (660) 827-3722. Thank you for your commitment to this project and for investing your time as a consortium member.

Sincerely,

Larry W. Hightower  
Executive Director

LWH/MH/CC

Enclosures

## AGENDA

Business Services Outreach Team  
West Central Region  
January 18, 2005

Call to Order

Approval of Agenda

Review PowerPoint Presentation

Discuss Missouri Regional Skills Gap Initiative

Compile List of Local Employers to Engage

Review Mailing List

Decide on Meeting Date

Propose Kickoff Meeting Agenda

Miscellaneous

Adjournment

## REGISTRATION

NAME	AGENCY
Brenda Coffman	Division of Workforce Development
Sandy Swanagon	West Central Missouri Community Action Agency
Susan Hunter	Missouri Valley Community Action Agency
Michael Root	Workforce Development Board of Western Missouri, Inc.
Pati Carter	Workforce Development Board of Western Missouri, Inc.
Marsha Hurst	Workforce Development Board of Western Missouri, Inc.

Business Services Outreach Team  
Meeting Updates  
(Business Representative's Weekly Report Information)

January 18, 2005 – Business Services Outreach Team met to discuss Missouri Regional Skills Gap Initiative. Completed list of second phase partners invited to the presentation of the Business Plan. Reviewed PowerPoint presentation.

Soft Skills Gap Meeting  
State Fair Community College  
March 30, 2005

Present: Laura Taylor, Chair-SFCC Business Department; Linda Church, HR-Bothwell; Brenda Bryant, SFCC; Randy Lee, HR-Gardner Denver; Brent Bates, SFCC; Brenda McGinnis, DWD; Linda Christle, Economic Development; George Tomlinson, Chamber of Commerce; Julie Cook, SFCC; Molly Bradley, WDB

The topic of the meeting was centered around gaps in soft skills in employees. At the last meeting they had developed a matrix from which they wished to develop a survey.

Linda Christle spoke about a Labor Basin Analysis that will start in May or August. The Docking Institute from Fort Hayes will conduct the analysis of Pettis and three surrounding counties.

Laura Taylor spoke about her conversation with Pati Carter and passed out info on the Skills Gap Initiative that the WDB is working on. She also passed out the survey that the WDB has prepared.

After looking at the survey, the group concluded that it overlapped the issues they were wishing to address. They would like to piggyback on to this survey if possible. Randy Lee thought this to be an excellent idea so as not to flood the area businesses with several different surveys.

Suggestions were made to modify the existing survey.

1. They would like to send the survey to those in the retail and service industry.
2. George Tomlinson suggests sending out the surveys to all Chambers in the area. They have a database to forward the surveys on to businesses.
3. Linda Christle suggests putting a disclaimer on the survey that all information will be kept confidential and used for statistical purposes only.
4. Linda Christle and George Tomlinson talked about the importance of sharing the information obtained with school districts. I told them we had little representation at the March 10, 2005 meeting from the superintendents in the area. Linda Christle suggests using an employer to deliver the results to schools.
5. They suggested regrouping the survey to put Technical Skills first and Soft Skills after them. They would like to follow this section with a question asking the businesses if they would be interested in having a certification for soft skills and if so would it be an important consideration when hiring.
6. Linda Christle suggest coding the surveys before they are sent out. That way the company feels as though they are anonymous. It was also suggested to make the whole first page the company profile so that it could be detached from the rest of the survey when compiling the results.

7. Another suggestion was to make the answers to as many questions as possible available in a check box format, such as a scale for the number of employees and listing of possible industries.
8. On the question regarding the location training could be provided, clarify if they are to check one, as many as they like, rank with interest, etc.
9. They would also like to add a section on professional development and self enrichment as to the importance of the employee pursuing this on his/her own time or through the workplace.

Laura Taylor asked that someone from the WDB get back with her by 3/31/05 as to whether this was something that could be done due to our time frame of sending out the surveys in April and May.

The next meeting is Tuesday, April 19, 2005 at 1:00 pm. Location TBA.

Contact info for Laura Taylor

[taylor@sfcc.cc.mo.us](mailto:taylor@sfcc.cc.mo.us)  
660-530-5800 x 259



**West Central Region  
Missouri Regional Skills Gap Initiative  
Timeline**

Action	Date	Status	Remarks
Application for Skills Gap Initiative planning phase due	2/1/05	Completed	\$10,000 Planning Phase grant awarded February 7, 2005.
Business Services Team aligns the Skills Gap Initiative to the regional Business Services Outreach Plan	2/05	Ongoing	Guidelines within the Skills Gap Initiative were aligned with the Outreach Plan and action steps were identified.
Skills Gap Initiative Planning Phase begins	2/7/05	Ongoing	Business Services Outreach Team assigned to take lead role.
Introduction of the Initiative and the Outreach Plan to the Region's partners	3/10/05	Completed	"Building Workforce Partnerships" meeting. Approximately 95 regional partners in attendance, including businesses. Presenters included MTI, DWD, DESE, and MERIC. (See Attachments B, C, F, and G.)
Business Services Team meets	3/2/05	Completed	Review of March 10 <sup>th</sup> meeting and schedule first consortium meeting. Key industry clusters were reviewed. Discussion of Skills Gap planning phase.
Soft Skills Gap Meeting with SFCC	3/30/05	Ongoing	WDB staff, SFCC business staff and other partners met to discuss skills gaps and a business survey for the region.
Meeting with SFCC	4/6/05	Ongoing	Business Outreach Team, SFCC, and other partners continue to design the regional business survey.
Meeting with SFCC	4/19/05	Ongoing	Brenda Coffman, DWD Business Representative, met with SFCC and other partners to review the progress on the regional business survey.
Skills Gap Consortium meeting	4/28/05	Completed	21 targeted industry business representatives invited from 13-county region, as well as 27 consortium members. Facilitated by Missouri Training Institute; 19 in attendance. (See Attachments D and E.)
Business Services Team Meeting	5/2/05	Completed	Discussed outcome of first consortium meeting. Scheduled focus groups across region. Compiled mailing list for first focus group. Planned second consortium meeting. Discussed a partnership with State Fair Community College to survey targeted industries.
Focus Group meeting, Clinton (Henry County)	6/9/05	Completed	First of 6 scheduled meetings. Met with area business leaders to address skills gaps. Partnered with local economic development and chambers of commerce.
Second Consortium meeting	6/23/05	Completed	Facilitated by Alan St. John, Missouri Training Institute. 12 Consortium members in attendance. Business skills gap concerns and recommendations addressed. Soft skills certification needs identified. Expansion of services.
Business Services Team Meeting	6/27/05	Completed	Discussed outcome of second consortium meeting. Began identifying soft skills training available within the region. Focus groups addressed.
Focus Group meeting, Warsaw (Benton/Henry Counties)	8/4/05		Second of 6 scheduled meetings. Meet with area business leaders to address skills gaps. Partnering with local economic development and the city of Warsaw.

Missouri Regional Skills Gap Implementation Plan application guidelines available.	Early August 2005		Begin developing WIB written grant application through Business Services Outreach Team and with input from regional partners.
Focus Group meeting, Marshall ( <i>Saline County</i> )	8/23/05		Fourth of 6 scheduled meetings. Meet with area business leaders to address skills gaps. Partnering with local economic development. Hosted by the Saline Industry Council.
Focus Group meeting, Nevada ( <i>Vernon, Bates, St. Clair, and Cedar Counties</i> )	8/31/05		Third of 6 scheduled meetings. Meet with area business leaders to address skills gaps. Partnering with the Nevada Chamber of Commerce
Focus Group meeting, Sedalia ( <i>Pettis and Johnson Counties</i> )			Fifth of 6 scheduled meetings. Meet with area business leaders to address skills gaps. Partnering with local economic development, chamber of commerce, State Fair Community College.
Focus Group meeting, Lexington ( <i>Lafayette, Carroll, and Chariton counties</i> )			Sixth of 6 scheduled meetings. Meet with area business leaders to address skills gaps. Partnering with local economic development, others.
Regional Skills Gap Implementation Grants awarded	9/15/05		

STATE FAIR COMMUNITY COLLEGE  
3201 WEST 16<sup>TH</sup> STREET  
SEDALIA MO 65301

COMPANY PROFILE

Name of Company:		Number of Employees:	
Type of Business:	Product or Services Provided:		
Address (Street/Box):		FAX Number: (Optional)	
City:	State:	Zip:	
Telephone Number:	E-mail Address: (Optional)		
Human Resources Manager:			
Who makes the training decisions for your business?			
Please list any Human Resource services that would benefit your business (for example: interviewing space, prescreening of applicants, testing, assessment, etc.)			

WORK READINESS CHARACTERISTICS

Please rate the characteristics below on how important they are for new and/or current employees in your organization.

5 = Very Important    4 = Somewhat Important    3 = Neutral    2 = Less Important    1 = Less Important

Characteristics	Descriptions	5	4	3	2	1
Work Ethic	Integrity, courtesy, dependability, honesty, flexibility, or adaptability.					
Basic Problem Solving/Critical Thinking	Exploring/examining options/outcomes and reviewing to determine the best course of action.					
Entrepreneurial Inclination	The ability to act independently, use initiative to see what needs to be done and do so without constant, direct supervision.					
Goal Setting	The ability to set goals and achieve them.					
Basic Number Functions	Basic number skills such as adding, subtracting, multiplying and dividing accurately.					
Focus on Health and Wellness	Demonstrate health, fitness, and good personal hygiene.					
Respect for Self and Others	Develop and demonstrate positive self-esteem.					
Appropriate Education and Experience	Education and experience that is appropriate to the job level and to the environment.					



A partnership of the State Fair Community College, Workforce Development Board of Western Missouri, Inc., the Missouri Department of Economic Development, and the Missouri Division of Workforce Development



WORK READINESS CHARACTERISTICS

Please rate the characteristics below on how important they are for new and/or current employees in your organization.

5 = Very Important    4 = Somewhat Important    3 = Neutral    2 = Less Important    1 = Less Important

Characteristics	Descriptions	5	4	3	2	1
Communication Skills	Reading skills, verbal (oral) skills, writing skills, and listening skills. The ability to convey thoughts, ideas, and concerns to others; understand what others are communicating and clarify that understanding.					
Teamwork	Approach job responsibilities with a sense of team commitment.					
Measuring Instruments	Ability to use calipers, micrometers, steel rule; read blueprints.					
Interpersonal Skills	Interact effectively with staff, management, and customers.					
Basic Computer Skills	Knowledgeable in keyboarding, Internet, word processing, spreadsheets.					
Basic Office Machine Skills	Ability to operate copier, fax machine, calculator, postage meter.					
Customer Service/Telephone Skills	Demonstrate telephone etiquette; greet and assist customer in prompt, courteous manner; build on-going relationships with customer.					
Professional Dev./Self-enrichment	A willingness to learn new processes and technology.					

What are your training needs?

Select the following training business locations you would consider using.

☐ Your company *(on site)*

☐ Missouri Career Center *(Lexington, Clinton, Nevada, Marshall, Sedalia, Warsaw)*

☐ Community College

☐ Career and Technical Center *(Vo-Tech)*

☐ Training Center *(located in Marshall and Clinton)*

☐ Workforce Development Board *(located in Sedalia)*

☐ Community site

Select the following training times your business would consider using:

☐ During new hire orientation

☐ Employee self-study time programs

☐ During Lunch and Learn sessions

☐ Morning

☐ During department meetings

☐ Afternoon

☐ During designated training sessions

☐ Evening

☐ During slow periods or downtime

☐ Weekend

How do you recruit your firm's employees? For example—Missouri Career Center, personnel agencies, word of mouth, and/or media, etc.

What is the average length of time it takes to fill a position in your organization?

☐ 1 – 2 weeks

☐ 1 Month

☐ 2 Months or Longer

Do you have difficulty keeping qualified employees?    ☐ YES    ☐ NO

If "YES," why?

Would you like to participate in a focus group addressing local business needs? *(Estimated participation 1 – 3 hours)*

☐ YES

☐ NO

Please fold, staple, and return.    THANK YOU

## FOCUS GROUP QUESTIONS

---

### General Skill and Training Issues

1. What is the overall required skill level for your company's employees (low, average, or high)?
2. What are the minimum education/training standards for most jobs in your company?
3. How do skill levels of today's new hires compare to five years ago (in overall categories of basic, technical, personal, thinking skills)?
4. Do you have needs for additional training in these specific items of basic, thinking, personal, and technical skill categories?
5. How qualified are new hires for specific needs of business (in overall categories of clerical, managerial, professional, sales, technical, skilled trades, and general labor)?
6. Has company received training services in specific areas?
  - ? School District
  - ? Technical/Community College
  - ? 4-Year College
  - ? Missouri Workforce Development
  - ? Private Firm
7. Have you participated in on-the-job training?

### Workforce Trends

8. Are you growing in full-time employees? If so, what areas? (*See Poster*)
9. How difficult is it to hire full-time skilled employees today versus two-three years ago? Why?
10. What concerns do you have about your company finding good skilled and unskilled employees over the next two-three years?
11. What are your most successful recruitment practices to attract employees?
12. What barriers/problems do you have in recruiting in specific occupational categories?
13. What are your barriers to employee productivity?

### **Future Plans**

14. If planning to modernize or expand, what would be your employment training barriers to expanding?

### **Workforce System**

15. Which Career Center services do you currently use?
16. How would you rate the Career Center services?
17. If not using Career Center services, why?
18. What services do you want that are not currently provided by the workforce development system?
19. Are there other specific business needs not previously discussed?

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 (Career Center Name)

### OUTREACH EFFORTS

	WIA Title I—Adult/ Youth/Dis. Worker	Career Assistance Program (CAP)	DWD Wagner-Peyser)	DWD TAA	DWD Veteran's Programs	DWD Job Corps	Adult Education & Literacy	Vocational Rehabilitation	Experience Works	Family Support Div.	Pathways	Chamber of Commerce	(School Name) Vocational Ed.	University Extension	(Agency Name) CSBG
Communicate Through Newsletters, etc.															
Information Sharing Sessions on Community Resources															
Marketing															
Coordination with Stakeholders/Partners															
Community Needs Assessments Followed by Report on Local Needs and Services. Summarize/Share.															
Service Mapping															
Coordinate with Local Economic Development, Chambers, Cities, Counties, Service Clubs, Etc.															

(Career Center Name)

### EMPLOYER/BUSINESS SERVICES

	WIA Title I—Adult/ Youth/Dis. Worker	Career Assistance Program (CAP)	DWD Wagner-Peyser)	DWD TAA	DWD Veteran's Programs	DWD Job Corps	Adult Education & Literacy	Vocational Rehabilitation	Experience Works	Family Support Div.	Pathways	Chamber of Commerce	(School Name) Vocational Ed.	University Extension	(Agency Name) CSBG
Employment Screening															
Hiring Pools															
Customized Training (Long Term, Short Term)															
Job Fair/Employment Involvement															
On-the-Job Training															
Subsidized Employment/Work Experience															
Company Training (i.e., Generational Differences)															
Human Resource Services for Small Employers															
New Jobs Training Program															
Retained Job Training Program															
ESL/Foreign Language															
Cultural Diversity															



(Career Center Name)

### JOB READINESS SKILLS

	WIA Title I—Adult/ Youth/Dis. Worker	Career Assistance Program (CAP)	DWD Wagner-Peyser)	DWD TAA	DWD Veteran's Programs	DWD Job Corps	Adult Education & Literacy	Vocational Rehabilitation	Experience Works	Family Support Div.	Pathways	Chamber of Commerce	(School Name) Vocational Ed.	University Extension	(Agency Name) CSBG
<b>LIFE SKILLS TRAINING</b>															
Budgeting															
Problem solving, i.e., childcare, transportation															
Personal Management															
Life Ethics (i.e., Self-Esteem)															
Verbal and Non-Verbal Communication															
<b>SURVIVAL SKILLS ON THE JOB</b>															
Basic Principles in Working															
Attendance															
Following directions															
Interpersonal skills															
Basic Math/Reading															
Oral communication															
Retention															
Work ethic															

	WIA Title I—Adult/ Youth/Dis. Worker	Career Assistance Program (CAP)	DWD Wagner-Peyser)	DWD TAA	DWD Veteran's Programs	DWD Job Corps	SFCC Adult Education & Literacy	Vocational Rehabilitation	Experience Works	Family Support Div.	Pathways	Chamber of Commerce	(School Name) Vocational Education University Extension	(Agency Name) CSBG
Customer service skills training														
Writing skills: i.e., applications														
Job Traits														
Being a Team Player														
Conflict Resolution														
<b>ASSESSMENT/Attitudes, Aptitudes</b>														
Reading/Math Skills														
Communication Skills														
Motor Skills														
Comprehension Skills														
Motivation														
Leadership														
Independent Thinker														
Pre/Post Test														

	WIA Title I—Adult/ Youth/Dis. Worker	Career Assistance Program (CAP)	DWD Wagner-Peyser)	DWD TAA	DWD Veteran's Programs	DWD Job Corps	SFCC Adult Education & Literacy	Vocational Rehabilitation	Experience Works	Family Support Div.	Pathways	Chamber of Commerce	(School Name) Vocational Education University Extension	(Agency Name) CSBG
<b>CAREER EXPLORATION</b>														
Hiring Patterns/Job Availability														
Liveable Wage														
Work Expectations														
Job Shadowing														
Career Progression														
<b>MENTORING</b>														
Career Progression														
Workplace “Buddy”														
Life Skills “Allies”														
Community Group Support														
<b>BASIC COMPUTER SKILLS</b>														
Basic														
Advanced														
<b>WORK READINESS CERTIFICATES</b>														
Celebrate Success														

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